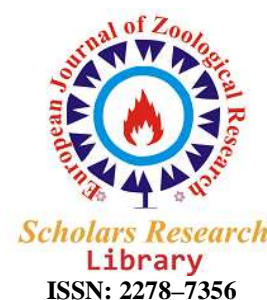




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# Organizational intelligence and citizenship behavior in organizational success

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## ABSTRACT

*This study aims to investigate the role of organizational intelligence and citizenship behavior in organizational success of sport employees. The methodology used in the study was descriptive and correlation. The population was consisted of 100 employees from which 90 individuals filled and returned the questionnaires. Three questionnaires of Albrecht Organizational Intelligence, Podsakoff et al organizational citizenship behavior and Hoff et al organizational success were used to gather data. Pearson correlation coefficient was used to examine the relationships between variables and multivariable regression, stepwise method, was used for prediction purposes. Studying The results of relationships between the variables showed that there was a positive and significant relationship between organizational success and organizational intelligence and its subscales in male and female employees at  $\alpha = 0.05$ . A positive and significant relationship was also found between organizational success and citizenship behavior and its subscales in male employees, while significant relationship was not reported to be significant between the intended variables in female employees. Finally, the results of regression analysis indicated that the best variables that could predict the organizational success, were organizational intelligence and citizenship behaviors regardless of the employees' genders.*

**Keywords:** Organizational Intelligence, Citizenship Behavior, Organizational Success

## INTRODUCTION

Nowadays, organizations face with rapid and widespread changes in the economic, technological, social, cultural and political environment. In a highly dynamic and variable environment, the successful response of organizations depends on their ability to provide relevant information and find appropriate solutions for problems they face. Therefore, theorists of management science focus on one aspect which is how the intellectual abilities of employees in organizations may be developed and progressed [5].

Albrech [8] defines organizational intelligence as the talent and capacity of an organization in moving its mental strength and focusing on it for achieving the mission of the organization. He believes that intelligence assist mind abilities and use of reasoning and logic force to deal with and solve the problems. According to Sessa [29], organizational intelligence is a combination of required skills applied for effective management and use of human resources, emotional factors, technology, knowledge and organizational learning by organizations. Researchers in organizational management believe that the intellectual, mental and alertness abilities are considered as the main factors of success in organizations. Liebowitz [6] believes that what leads to create competition in the organization and helps to increase its productivity is called mental ability.

In today's world, the promotion of organizational intelligence is one of the undeniable requirements for many organizations to be able to increase their capabilities through achievement, experience and analysis of data and also enhancing knowledge and creating awareness. Increasing organizational intelligence leads organizations to faster and more accurately analyze the information of their surrounding circumference and store the obtained results in a beneficial way and give them to decision makers in appropriate times. This accelerates the exchange of information and knowledge in organization and dramatically improves the effectiveness of the process of thinking and collective decision-making [25]. Despite challenges of today's organizations, considering the process of organizational intelligence is an essential action to enhance performance and growth by studying and promoting strategic insight, common fate, desire to change, spirit, unity and agreement and using knowledge and the performance pressure that is an aspect of organizational intelligence [16].

Organizational citizenship behavior, OCB, is a characteristic through which employees are eager to contribute to the success and survival of organization without any payment. In other words, successful organizations need employees who work more than their regular duties and have a performance beyond the expectations of the organization. OCB refers to actions that employees do beyond the predetermined needs of their roles and this cause to raise the organizational effectiveness. Research results show that employees acting beyond their jobs and duties and indicating organizational citizenship behavior belong to working and organizational groups that have a high productivity and do a high quality cooperation [20]. Given the importance of citizenship behavior and the impact that such behaviors have on performance, effectiveness, organizational success, customer satisfaction, customer loyalty and service quality, it is necessary to do actions that provide such behaviors in employees by managers.

In competitive environments, it is very important to identify the effective factors on the success of managers and their organizations. By recognizing such factors, the required contexts are provided for targeted decision-making and applying appropriate strategies are facilitated. On the other hand, by considering these factors, organizations and institutions can correctly and accurately compare their status with that of similar organizations at the national and international level and in the future and continually improve it. Management is nothing but knowing the ways of success for organization, planning for creating ways and opportunities, increasing facilitating factors and removing challenges and inhibition and decreasing or removing obstacles.

On organizational success, some main and effective factors include: correct and efficient human resources, technical and technological knowledge and capability, financial and credit resources, internal motivation of human resource, customer satisfaction, appropriate share and status in market, organizational contribution, competitive advantage and technological capability. The role of these factors is not always the same in the success of organizations, but the weight and importance of each factor depends on the identity and status of the organization. The success barriers are also numerous that among from them, the most important ones include inter-organizational stress, losses, negative energy and environmental threats. The more the organization is involved in internal tensions and the more the communication behaviors in the organization create tension, the less the organization will achieve its success.

In the country, variety of sports, cultures, tastes and sports facilities have caused the task of Physical Education organizations very complex. Departments of Youth and Sports as custodians of the sport should undoubtedly be equipped with high organizational intelligence to move its mental power toward achieving organizational goals and also, to cope with growing, rapid, complex and uncertain changes in environment, need employees and managers who have high-performance to be able to do their duties in line with the objectives of developing physical education and sport nationwide in addition to increase better productivity. Therefore, identifying and studying effective variables on Department of Youth and Sports can be fruitful. In a study, Gara et al [9] investigated the relationship between the organizational intelligence and its components with the job performance in managers of physical education. The study results revealed that there was a significant relationship between components of organizational intelligence and managers' job performance and in the field of performance stress; unity and consensus, the variable of organizational intelligence positively and significantly predicted the job performance in Physical Education managers. The results of Mousavi et al. [28] finding showed that there is a significant and positive relationship between emotional intelligence and job satisfaction. The study results of Khodadadi et al [15] revealed that among from components of organizational intelligence, willingness to change, spirit and application of knowledge were able to predict productivity. Hemmatenejad et al [10] examined the relationship between the perceived organizational support and organizational citizenship behavior in experts of National Olympic and Paralympic Academy of Iran. The study results indicated that there was a significant positive relationship between the perceived organizational support with organizational citizenship behavior and its dimensions except for the component of

chivalry. The perceived organizational support was significantly anticipant for OCB and its dimensions except for the chivalry. Moharramzade et al [11] showed that there was no significant relationship between distributive justice and organizational citizenship behavior. However, there was a relationship between procedural justice and organizational citizenship behavior, interactional justice and organizational citizenship behavior and also the organizational justice and citizenship virtues. Out of various dimensions of organizational justice, the interactional justice could predict OCB. Hasani et al.[4] concluded that there is significant and positive correlation between emotional and spiritual intelligence with leadership of sport managers. Riere et al [3] examined the relationship between the organizational intelligence and investment in the field of information technology and organizational productivity. The results showed that firms with higher organizational intelligence did more investments in the field of information technology and enjoyed higher levels of productivity. Kumar et al [23] examined the relationship between organizational justice and organizational citizenship behavior and the results showed that employees had a maximum OCB and increased the effectiveness when they felt that the organizational justice was observed about them.

This research aims to test the hypothesis that first what relationships are there between organizational intelligence, citizenship behavior and organizational success in the surveyed employees and then to clarify the assumption that among from organizational intelligence and citizenship behavior, which one could better predict the organizational success of employees.

### MATERIALS AND METHODS

This study is applied in terms of purpose and correlation type in terms of research methods. The population were consisted of 100 employees working for Qazvin Department of Sports and Youth Organization that 90% of these individuals filled and returned the questionnaires. The data were collected through the questionnaires of Albrecht Organizational Intelligence [8], OCB Podsakoff et al [21] and organizational success of Hoff et al [22].

The internal consistency, using Cronbach's alpha, were reported as 0.96, 0.92 and 0.92 for questionnaires of organizational intelligence, organizational citizenship behavior and organizational success, respectively. The validities for questionnaires of organizational intelligence, citizenship behavior and organizational success, were reported to be 0.55, 0.70 and 0.70 respectively. Pearson correlation coefficient was used to examine relationships between the intended variables and regression coefficient was used to predict the criterion variable.

### RESULTS

Table 1 shows the descriptive statistics for age, work experience and educational level of employees.

**Table 1.Descriptive statistics**

		Mean	SD	Min	Max
Age	Female	33.9	9.6	30	57
	Male	39.1	9.4	23	67
Work Experience	Female	9.7	8.1	24	30
	Male	10.3	7.4	24	30

Table 2 gives simple correlation coefficients of relationships between the variables and their significance levels in male and female subjects.

**Table 2: Correlation between the variables**

Variable	field	1	2	3
1. Organizational Success	Female	-	0.56**	0.06
	Male	-	0.37**	0.36**
2. Organizational Intelligence	Female	-	-	0.29
	Male	-	-	0.18*
3. citizenship Behavior	Female	-	-	-
	Male	-	-	-

\*\*significant at  $P < 0.01$

\*significant at  $p < 0.05$

Stepwise regression analysis was used to test the hypothesis that we could predict organizational success of female subjects through citizenship behavior and organizational intelligence variables. Results of this regression analysis are reported in Table 3. The results show that organizational intelligence is the best variable predicting organizational success in female employees. Considering regression coefficients in Table 3 and the constant value of 16.30, the regression equation in female subjects is as follows:

$$y'=16.30+0.56x_1$$

**Table 3. Regression analyses between the variables in female subjects**

Criterion variable	Predictor variable	R	R <sup>2</sup>	F, P	β
Organizational success	organizational intelligence	0.56	0.32	14.1 0.001	organizational intelligence β= 0.56 t= 34.7
p= 0.001					

Same procedures was used to find out whether the citizenship behavior and organizational success, predictive variables, could predict citizenship behavior, criterion variable. Table 4 show the results of this analysis for male subjects. The results showed that the organizational success was the best variable which could predict citizenship behavior. Considering the regression coefficient in Table 4 and constant value of 7.80, the regression equation is as follow.

$$y'=7.80+0.53x_1$$

**Table 4. Regression coefficients between the variables in male employees**

Criterion variable	Predictor variable	R	R <sup>2</sup>	F, P	β
Organizational success	citizenship behavior	0.53	0.29	22.70 0.001	Citizenship behavior β= 0.53 t= 4.70
p= 0.001					

In addition to study the relationships between the main variables. It was also important to study the role of subscales of citizenship behavior and organizational intelligence instruments in predicting criterion variable for male and female subjects. The results of regression analysis of this hypothesis showed that the civic virtue variable was the only predictor that could predict organizational success in male and female subjects. With regression coefficients in Table 5 and the constant value of 38.6, the regression equation in male subject is as follows:

$$y'=38.6+0.51x_1$$

**Table 5. Regression coefficients between the variables in male subjects**

Criterion variable	Predictor variable	R	R <sup>2</sup>	F, P	β
Organizational success	Civic virtue	0.51	0.26	19.9 0.001	Civic virtue β= 0.51 t= 4.40
p= 0.001					

Also, the subscales of organizational intelligence were used to predict the organizational success. Tables 6 and 7 revealed the results of regression analysis of these assumptions for male and female subjects. Results showed that the subscale of performance pressure is the best predictive variable of organizational success in females. Therefore, by considering regression coefficients in Table 6 and the constant value of 14.40, regression equation is as follows:

$$y'=14.40+0.57x_1$$

**Table 6. Regression coefficients between the variables in female employees**

Criterion variable	Predictor variable	R	R <sup>2</sup>	F, P	β
Organizational success	Performance pressure	0.57	0.32	14.2 0.001	Performance pressure β= 0.57 t= 3.7
p= 0.001					

The results of Regression analysis in Table 7 indicated that in male employees the strategic insight was the best predictive variable to predict organizational success. Therefore, by considering regression coefficients in Table 7 and the constant value of 37.05, the regression equation is as follows:

$$y' = 37.05 + 0.47x_1$$

**Table 7. Regression coefficients between the variables in male subjects**

Criterion variable	Predictor variable	R	R <sup>2</sup>	F, P	β
Organizational success	Strategic insight	0.47	0.22	15.9 0.001	β= 0.47 t= 3.90
p= 0.001					

## DISCUSSION AND CONCLUSION

The main objective of the current study was to investigate the relationship between organizational intelligence and citizenship behavior with organizational success of employees in Qazvin Department of Sports and Youth. In the present study, the results showed that there were significant positive relationships between variables of organizational success and organizational intelligence and its subscales (strategic insight, shared destiny, and desire to change, spirit, unity and agreement, knowledge application, operating pressure). Thus, the organizational success of both male and female employees increases by increasing the organizational intelligence and its components. The research results were consistent with studies by Gara et al [9], Khodadadi et al [15] and Ashori et al [13], Hemmateenejad et al [10], Bohloli Zynabet al [18], Allahyari et al [14] and Altuntas and Baykal [26], and were inconsistent with the results by Gholami et al [25]. In order to verify these findings, it may be said that supervisors, employees and managers having high organizational intelligence seem to better understand objectives and mission of organization and have proper relationships with colleagues, subordinates and customers.

Research show that revision in the way of employment, salary and reward system, employing young people with more capacity to handle workplace problems, promotion of positive thoughts and emotions and psychological dependences on the organization can be helpful to improve behaviors related to the chivalry dimension [24] because through these features, the citizenship behavior can cause to improve organizational performance and maintain the best individuals by creating better and more attractive environment for work [27].

The findings of the current study revealed that in the female participants, the best predictive variable of organizational success was the organizational intelligence which is consistent with the results obtained by Gara et al [9]. In explaining this finding, it may be said that in this competitive world where organizations must strengthen their competitiveness to survive, looking at organizations by new vision and considering it as a living organism, will be necessary for managers and leaders. Albrecht [8] believes that merely employing and applying intelligent individuals with very high brain power may not ensure the success and progress of organization to competitors because when intelligent individuals gather together in an organization, imbecility occurs and they act individually and therefore shorten to make a sense to reach reality and excellence of organization. Albrecht [7] considers the developing and applying the organizational intelligence as the only way to solve the problem. So, for active participation of committed employees and managers, the need to identification and attention to this matter as an efficient criterion in the success of the organization and creating favorable organizational environment and climate is deeply felt.

The study findings showed that in male participants, the best predictive variable of organizational success was citizenship behavior. The research findings are consistent with the findings of Mirsepasi et al [19] and Musa Khani et al [12]. Studies in the field of organizational citizenship behavior indicate the fact that the presence of this type of behavior has considerable and positive effects on public and private organizations. Indeed, two types of individual and organizational relationships with organizational citizenship behavior can be observed that cause to improve performance at the individual level and promote productivity at the organizational level.

At the present dynamic and competitive environments, OCB has attracted the attention of many researchers for promoting productivity and organizational success. After creating a basis for indicating organizational citizenship behaviors in organization, these behaviors will certainly have some consequences that the most important

consequences can be noted as increasing productivity, performance and effectiveness, organizational success and promoting positive relationships between employees. Regarding consequences of citizenship behavior, it is worthy to pay special attention to this component in organization by managers and to strengthen it among employees by training them.

According to the data obtained, in male participants the best predictive variable in organizational success is civic virtue. In explaining this finding, it can be stated that employees having more willingness to participation and responsibility in organizational life and also providing a good image of the organization will likely play a significant role in the organizational success. Civic virtue causes to enhance the reputation of the organization. In spite of the effect of civic virtue on organizational success, it is necessary to pay careful consideration to promote this factor among employees.

The research findings indicated that in male participants, the best predictive variable of organizational success was strategic insight. This result is consistent with findings of Rahnama et al [1] and is inconsistent with results of Khodadadi et al [15] and Kashaf et al [17]. In explaining this finding, it may be said that organizations which believe in their abilities to use strategic insight as one of the components of organizational intelligence have organizational success and can expand and develop organizational intelligence.

Finally, the mind power has superiority over arm strength in the communication world, and any organization and company having this power is unique and distinctive in its industry and craft in comparison with other competitors. In the current century, organizations and companies move and change quickly. Using organizational intelligence timely and accurately in appropriate time, is the basis for the continuation of these organizations. Organizations can create diversifying funding sources, programs and operations analysis, developing landscape, redefining missions and designing appropriate strategies with the help of organizational intelligence. Also, if all employees know that their ideas, experiences and proposals will be heard and considered, the tendency to exchange and transfer knowledge emerges in them. In conclusion, for all sport organizations that are targeted institutions looking development, it may be said that among managers and employees, organizational citizenship behavior is the fundamental requirement in sport organizations of all countries. Without the exploitation of employees with high organizational citizenship behavior, sports organizations will not certainly be able to accomplish their purposes. Such importance have gradually been understood by many countries and, large investments have been made to it. Given many problems and weaknesses of many different sport organizations, employees with high organizational citizenship behavior may significantly play a compensation role.

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